

**AGADIR ACTIVITY MANAGEMENT SERVICES
PROGRESS REPORT #7**

THIRD QUARTER 2002

**Prepared for:
USAID/Morocco**

**Under Delivery Order No. OUT-PCE-I-809-98-00015-00
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**Submitted by:
Chemonics International Inc.**

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BACKGROUND

Technical assistance for implementation of the Agadir Activity Management Services is provided by Chemonics International Inc. under a Task Order, with a revised total estimated budget of \$1,656,868, . The objective of the Task Order under the GBTI IQC PCE-98-000-15-00 is to strengthen the institutional effectiveness of two key industry associations (APEFEL and GRIT) of the Souss-Massa-Draa Region and to develop Total Quality Management at the Commercial Court of Agadir. The two key associations are to be used as intermediaries to deliver business support services to small and medium enterprises in the region. The overall goal of the activity is to improve the competitiveness of Moroccan products in world markets by rising of professional standards and lowering costs for all of the associations' members. Chemonics International also has the mandate to provide technical assistance, training and commodities needed for the Commercial Court of Agadir to increase its efficiency and effectiveness.

SECTION 1: CLIN 1 - ADMINISTRATION AND MANAGEMENT

As soon as the no cost-extension of our contract until September 30th, negotiated on April 22nd, was signed on July 14, we immediately signed the contract with the suppliers and sub-contractors required to implement the activities that remain to be completed in the Agadir Activity Management Services Task Order. The extension of our contract was essential to completing the professional training of judges without requiring their availability on weekends. Considering the demands of the training program, in addition to their official duties, they were understandably reluctant to make this commitment. This extension was also needed to complete the implementation of a management system for the archives of the court.

Naoufel Benbrahim's contract ended on July 12 and he took employment in Casablanca. Asmaa Oubou's contract was extended until September 30. On August 1st, the Agadir team of the Chemonics/USAID WPM project moved into our office. The two projects cost-shared the same office space for two months since that project had to leave their previous space and were interested in renting our current office space after September 30.

Our consultant on Performance Indicators, Omar Anbarre, gathered data from the two associations and sampled a number of court files to assess our activity's impact, according to USAID PMP and agreed performance indicators.

SECTION 2: CLIN 2 - THE PROFESSIONAL ASSOCIATIONS

Work with the GRIT and APEFEL has been progressing very well. Both associations completed their entire training program in July. This was mostly a few hours of training on software such as Power Point. Both associations were also heavily involved in the development of their web sites, their last activities being implemented through Chemonics.

APEFEL

Since most of its employees took their annual leave in August, APEFEL devoted its time in July and September to its collaboration with LNET to develop its web site. While GRIT's web site targets a general internet audience, APEFEL's web site will primarily be used by its members and others in the industry. Therefore, the focus has been on developing member's access and information provision. The association requested that two database on pesticides and fertilizers be added to the site. We agreed to this request that slightly modified the architecture of the site which was originally designed as a static web site. LNET, our sub-contractor for this task, had no previous experience with dynamic web site and contracted an engineer with relevant experience to complete the work. Given APEFEL's lengthy decision making approach that consists of seeking the participation of the largest possible number of Bureau members, the development of this rather small Web site took longer than expected.

APEFEL was very please with their meeting with Jim Bednar and Richard Rousseau held in Agadir on September 4. They now better understand that the MOU signed with USAID at the beginning of Agadir Activity Management Services was an overall framework for cooperation with APEFEL, provided that funds were available and that there were opportunities to collaborate with the association, within the larger context of the agency's strategic objectives. They hope to collaborate with USAID through the CRI project. They also expressed much interest in collaborating with USAID in the preparatory work for the negotiation of the Morocco-USA Free Trade Agreement. They hope to meet with the USAID team of consultants from Washington that will be in Morocco in October as mentioned during the meeting.

GRIT

GRIT work on the web site continued but the sub-contractor was slowed down by unexpected problems such as effectively incorporating images. A tourism portal requires a large number of pictures. Contrary to preliminary guidance that pictures of the region would be easy to find, we were able to only find a few. European photographs take most promotional pictures for commercial purposes, and no copies are left behind. The ONMT- Rabat picture database of Morocco has very little in it about the Agadir area, and the agency was able to supply only 3 pictures. The efforts required by Chemonics and MEDIA5 to acquire the necessary number of pictures were enormous. Ultimately, we acquired the desired visual content for the site but since pictures need to constantly be up-dated, GRIT must continue to regularly review what image resources are available and be proactive in acquiring up to date images in order to most effectively promote the region.

As may be recalled, ARGAZE developed a database for tourism statistics to be installed at both GRIT and the Regional Delegation of Tourism. Some 70 hotels (that have Internet access) would be able to use a spreadsheet to enter and transfer their monthly data, providing for more reliable statistical information on tourism. Hotels were to print their data, stamp the form for official transmission to the Ministry, and send the information by e-mail or on a floppy disk to the Delegation. The electronic file would then be transferred to the database and the automated calculations would be shared with GRIT. Unfortunately, Mr.Moudoud, the regional delegate for tourism has been seriously ill the past 3 months and has not been able to return to his duties. His absence prohibited access to the detailed statistics provided by hotels in Agadir in 2001 and for the first months of 2002. This data is required for the database to

automatically calculate the ratios and changes over time. We met the chief of statistics at the Ministry of Tourism, but he did not have the information in either paper or electronic format. The Ministry keeps the aggregated data and not the individual forms transmitted by hotels. The statistical application developed by ARGAZE could therefore not be tested and is running in neither GRIT nor the Regional Delegation. It will be installed at the Delegation and at GRIT but cannot be used at this time. We hope that when Mr. Moudoud resumes his position that GRIT will be able to access this information.

Lastly, GRIT collaborated with the Wilaya for the organization of the Taghazout promotional event. The day before the festivities began, GRIT facilitated a full day workshop with ONMT international delegates and participants from the Ministry of Tourism and Royal Air Maroc. The objective was for ONMT, the Ministry of Tourism, RAM and the industry (represented by GRIT members) to coordinate their promotional actions for the 2002-2003 season. As mentioned in a previous report, tourism in Agadir is not picking up and its international arrivals so far are down 27% from last year. As a beach destination, Agadir was more affected than Morocco's cultural destinations, such as Marrakech. In preparing the workshop, GRIT suggested taking a by-market approach. Following Mr. Berrechid's presentation of the Exit Survey findings, the participants worked on the base B-Marketing reports on each of Agadir's the main markets.

The official agreement between the investors in Taghazout and the region was signed and the 6 phases of development (over 10 years) presented with pictures and plans. The project is very ambitious and could significantly contribute to regional employment and development, if carefully managed and well promoted. However it is our opinion that the investors and local authorities have not paid enough attention to green management practices. There was no mention in the presentations of rational use of water or of the treatment of solid and liquid waste, a serious problem in the region. The event was nonetheless a success and, for the occasion, GRIT prepared a promotional CD-Rom of Agadir and its backcountry with its web site addresses on CD cover. A copy was given to all participants, including about 75 foreign journalists working in tourism.

SECTION 3: CLIN 3 - THE COMMERCIAL COURT OF AGADIR

Again this quarter, we could count of the exceptional collaboration of the court. The President and chief clerks took only one week of their annual leave in order to be available for the project's last activities implemented this summer. In July, Mr. Kawkab chief clerk at the Commercial Court of Appeals in Casablanca, assisted by Mr. Amerguy, judge in charge of the registry of Commerce in Agadir, and S'bai, chief clerk, gave 24 hours of training to all court clerks, which the Ministry of Justice and the President of the Agadir Commercial Court had requested. As may be recalled, clerks have basic degree in economics, history, and literature etc. but no legal training per se, and they do not fully understand the application of work procedures. The training took place after normal work hours and on weekends. It was well attended and much appreciated. Mr. Kawkab is an excellent trainer who knows the importance of motivating employees and helping them develop their interest for learning and acquiring more skills. We prepared a report on the training for Mr. Zaoug, the Director of Human Resources at the Ministry of Justice in Rabat, and met with him to discuss the training. Following Mr. Kawkab's recommendation, we acquired 5 copies of the various procedural guides used by the

court's clerks. Since they do not have access to the Court's small library, they were previously unable to consult the guides that are their main working tools.

SYGEDOC, the sub-contractor commissioned to assess the commercial court's archival needs and develop an archive management system for the court, began its work on July 16. It had two employees working in Agadir all summer. The inventory of all documents is a labor intensive task necessary to developing proper documents management systems.

Maroc Bureau built the filing equipment for the archives and is currently assembling the structure in Agadir.

Cabinet Maria Bahnini completed the last module of training and did the evaluation of the training. Her final report is expected soon and will include the judges' evaluation of the training.

CONCLUSION

The Chemonics team in Agadir is very satisfied with progress made in this 7th Quarter of the task order.